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TERRORIST INC.

How not to do business with it

By PETER S. HAWES

Stamford, Conn. (AP)—
The chief of an inter-
national political intelli-
gence firm says no
corporation is impene-
trable to terrorists, but he
advises American com-
panies doing business
overseas to take a few
steps to make themselves
unappealing and difficult
to hit.

"If a company is going to say, 'Let's spend whatever we can to make our place secure,' it's not only going to be foolish, it's going to put itself out of business," said Benjamin Weiner, president of Probe International Inc.

Probe, based in Stam-
ford, consults a variety of
Fortune 500 corporations
on political and economic
intelligence in foreign
countries. Weiner, whose
partners include a former
U.S. ambassador to Jordan
and a former U.S. ambas-
sador to Greece, is himself
a one-time State Depart-
ment veteran who worked
as a diplomat in Malaysia,
Switzerland and
Washington.

DURING THE second
week of the recent TWA
hostage incident, Weiner
"dashed off my frustra-
tion memo," a one-page
release advising corpora-
tions how not to be the
targets of terrorist
attacks. The impetus for
writing the memo, he said,

came "when I got fed up watching all the nonsense on television"—the holding of 39 American hostages by Shiite Moslems in Beirut, Lebanon.

"The reality is that if a terrorist organization targets a specific executive or company and is willing to spend money and lives to achieve its

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and children, too.'**

objective," Weiner said, "no amount of chain-link fencing, bodyguards and sophisticated devices could prevent the incident.

"No corporation has the funds to make itself impregnable. Besides, it could be bad for business. The TWA incident is a perfect example," he said. "You could spend \$10 million a year and you can still get picked up. It's entirely random."

WHAT THE corpora-
tion has to do, then, he said, is make itself less likely to be hit at random: "reduce visibility, practice common-sense security and **'avoid'** irrelevant publicity."

One of the most obvious ways to avoid attacks, Weiner said, is "you don't emphasize your American-ness. If you're in Saudi Arabia, you act like a Saudi Arabian corporation, because, in a sense, you are. And you don't come in driving a car completely different from everybody else.

"If everybody drives a Peugeot, you drive a Peugeot—and that includes your wife and children, too."

As for executives, too many engage in what Weiner called "ego masturbation."

"THEY TAKE out advertisements and splash the chief executive's face all over, making him easily recognizable," he said. "What good is it to the company to have the CEO's face all over the place?"

One chief executive of
an American corporation,
which he would not name,
even told reporters
"where and when he log-
ged each morning and
where his children went
horseback riding—in-
valuable intelligence for
terrorists considering a
kidnaping."

Executives, Weiner added, should alternate the route they drive to work each day, "keeping in mind, of course, that you only have one home and only one place to work."